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Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief, Geographic Area

DATE: 20 January 1956

FROM : Chief, Staff on Soviet Mapping Intelligence, D/GG

SUBJECT: Comments on the Proposed Geographic Area Career Development Statement

1. The program as outlined collectively for the Geographic Area and by the component Divisions does not reflect the basic differences between activity related to National Intelligence Objectives on the one hand and to intelligence support on the other. The categories of experience and training outlined for the Senior position are designed to train a competent technician suitable for the support activities of each of the Divisions. This would not necessarily train him to function effectively to assume intelligence production responsibilities in direct fulfillment of National Intelligence Objectives. The latter requires acquiring not only depth in one or two specializations, but also sufficient depth in several related fields to enable a Senior geographer to synthesize intelligence on a given region or area that will be of value to the Agency in fulfilling its National Intelligence Objectives. In brief, the developmental disease that plagues the Agency in the form of over-specialization and over-compartmentalization (substantive) is reflected in the criteria set up for the Senior positions in each of the Area Divisions. There is nothing provided for senior-level cross-pollination among the four Divisions. As set up now in the career program a Senior officer is nothing more than an older and more talented technician. The difference between him and his lower-graded colleagues is a shade in degree and not in the levels of basic functional competence. In other words, lower-graded analysts are essential to perform intelligence support duties required by the Division to earn its keep in the Agency and in the intelligence community. But a Senior research officer should be scaled to a higher capacity of synthesis so that he can contribute mature geographic judgement to Agency projects that are concerned with National Intelligence problems. To illustrate concretely: the Geographic Area career program should be aimed to develop a Senior analyst who can be detailed to a high level ORR project on an area or topical problem that might be underway in D/A, OSI or ONE. Again, such a Senior analyst might team-up with a D/GG or D/GP Senior analyst on a Geographic Area project concerned with a National Intelligence Objectives problem. [REDACTED] a thoroughly competent Senior Cartographer judged by the criteria outlined in the career proposal, is unable at the present time to conduct substantive liaison with D/Survey on our Soviet geodetic problem.

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2. The experiences and training outlined for a Senior Cartographer do not appear to reflect certain pertinent realities. Page 6 (1) (a) calls for developing research techniques for cartographic compilation by (b) introduction into research methods in and around Washington. It is hard to conceive how any real value can be gained from examining the methods of the Map Intelligence Branch, AMS, where emphasis is oriented entirely to topo map production. The same may be said for USGS, USCGS and HO, that is unless D/GC intends to take on topo-hydro map projects in the future. In addition paragraph (e) mentions "assignment to varied projects" "to perform intelligence research" without specifying either whose project or the level of those projects: support, or for National Intelligence Objectives? The identity of D/GC is inherent in its important service function as a support of Office and Agency intelligence production. I feel that if D/GC moves from this primary activity into the slow time-consuming activity of intelligence research for custom map production this will occur only at the expense of reduced service support that will jeopardize the distinctive character of D/GC. Moreover it will duplicate intelligence research already developed in the D/GC regional branches. Too, such an effort would not significantly contribute to the National Intelligence Objectives.

3. D/GP plan to include attendance of Senior analysts at the Industrial War College does not seem logical since such training, by its nature, would be relevant only to intelligence missions concerned with National Intelligence Objectives rather than with intelligence support, the sole scope of D/GP activity.

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